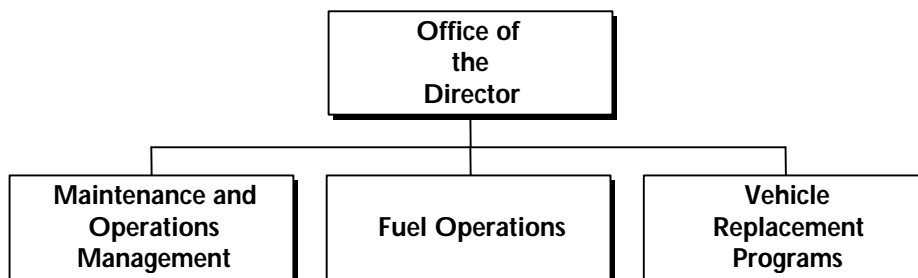


Fund 503

Department of Vehicle Services



Mission

To establish efficient and effective delivery of fleet services by providing customer agencies with safe, reliable, economical, and environmentally-sound transportation and related support services which are responsive to the needs of customer departments, and which conserve the value of the vehicle and equipment investment.

Focus

The Department of Vehicle Services (DVS) provides management and maintenance services to the County's vehicle fleet and maintenance support to the Fairfax County Public Schools (FCPS). As of July 1, 2003, DVS maintained 5,563 vehicles, of which 1,517 are school buses. The fleet is anticipated to increase by 65 vehicles from the beginning of FY 2004 to the end of FY 2005. This includes 35 additional vehicles from various agencies and 30 additional school buses for FY 2005. It should be noted that DVS does not maintain those vehicles owned by the Fairfax County Water Authority, FASTRAN programs, and FAIRFAX CONNECTOR buses.

The Department has four maintenance facilities. The Jermantown and West Ox facilities are located on the western side of the County, and the Newington and Alban facilities are on the south end of the County. These facilities provide timely, responsive and efficient vehicle repairs/services, including effective towing and road services at competitive prices.

The County's Vehicle Replacement Fund is managed by DVS. The fund's purpose is to set aside funding over a vehicle's life in order to pay for the replacement of that vehicle when it meets replacement criteria. The current replacement criteria include the age, mileage, and condition of the vehicle. This fund is intended primarily for General Fund agencies. As of December 2003, 30 agencies participate in the fund, which includes approximately 2,065 vehicles. Additionally, for the Police Department, DVS manages the Helicopter, Boat and the Police Specialty Vehicle Replacement Funds. DVS also manages an Ambulance and a Large Apparatus Replacement Fund to support the Fire and Rescue Department; and, a FASTRAN Bus Replacement Fund to support the FASTRAN Program run by the Department of Recreation and Community Services. These funds allow the Police Department, Fire and Rescue Department, and Department of Community and Recreation Services to make flat fixed payments into their respective funds to ensure that funds are available for a regular replacement program.

THINKING STRATEGICALLY

Strategic issues to be addressed by the Department include:

- Providing high quality vehicle maintenance/repair and fleet management services at a competitive price;
- Ensuring the workforce is properly trained to maintain vehicles with new technology and fuel sources;
- Practicing environmental stewardship through various methods such as using alternative fuels, purchasing lower emission vehicles, and pursuing retrofit and fuel treatment technologies to reduce emissions from the current fleet; and
- Establishing inventory management data and analysis procedures that ensure needed parts are available when required.

Fund 503

Department of Vehicle Services

DVS manages the County's fuel program, including maintenance of the County's 48 fuel sites. These sites are primarily located at police stations, fire stations, schools, DVS maintenance facilities and Public Works facilities. During FY 2003 and FY 2004, DVS added three new fueling sites: Herndon Connector, Westfield High School and Sully Police Station.

Other services provided by DVS include: emergency roadside repair; oversight and records maintenance, including performing security administration for the County's Fleet Maintenance System; operation of the County's motor pool; technical support/review specifications and purchase requests for County vehicles and related equipment.

A major area of concern for the Department is that the Washington D.C. Metropolitan area is in a severe non-attainment position for ground-level ozone. Fairfax County has numerous initiatives underway to promote cleaner air, as well as maintenance and improvement of all other ecological resources. As part of meeting these goals, DVS started a strategy to reduce vehicle emissions in the County by phasing in ultra low sulfur diesel, retrofitting the County diesel fleet with Diesel Oxidation Catalysts (DOC) and performing authorized reprogramming of certain diesel engine control modules (ECM). The catalysts will reduce the emissions of particulate matter, hydrocarbons (an ozone precursor) and carbon monoxide. The ECM reprogramming will reduce emissions of oxides of nitrogen (another ozone precursor). As noted to the Board of Supervisors as part of the *FY 2003 Carryover Review*, the total cost of the project is estimated between \$9 and \$10 million, and the overall project will take up to 5 years, as funding is available.

The Department of Vehicles Services has developed a schedule to retrofit school buses and other county vehicles with the Diesel Oxidation Catalysts using both county and grant funding. To date, an amount of \$2 million was included in the *FY 2003 Carryover Review* to begin the process of retrofitting school buses. The County will also receive \$1 million through the Virginia Power Settlement grant to support this project, and the Department of Transportation identified and appropriated \$1.5 million in available State Aid and Gas Tax funds to retrofit the FAIRFAX CONNECTOR fleet with diesel particulate filters. DVS will continue to explore other grant opportunities with the Environmental Protection Agency, as they become available.



In addition, as part of a larger county effort to promote cleaner air, as well as maintenance and improvement of all other ecological resources, DVS will continue to increase the size of the hybrid fleet as older vehicles are replaced. DVS is also exploring the use of other fuel-efficient vehicles in the fleet.

Finally, the Department implemented two software packages in FY 2003 and will continue to expand their capabilities into FY 2004 and FY 2005. The first is a Fleet Maintenance System. The initial implementation included several processes that immediately improved our operations. They include: bar coding for parts and labor entry, parts cataloging, ad hoc report capability, multiple job codes on a repair order and increased capability for preventive maintenance scheduling. There are several other system modules that will be implemented over the next several fiscal years that will make DVS a more effective and efficient operation. These include: increased parts and vehicle warranty tracking, a motor pool tracking system, labor standards and expanded use of email for notifications and communications with customer vehicle coordinators pertaining to their vehicles. The second software package installed (Stromberg) is used to track time and attendance in our maintenance facilities. This package reduces the amount of record keeping by staff, reduces the paperwork processed, allows ad hoc reporting and interfaces with the County's time and attendance system.

Fund 503

Department of Vehicle Services

New Initiatives and Recent Accomplishments in Support of the Fairfax County Vision

 Practicing Environmental Stewardship	Recent Success	FY 2005 Initiative	Cost Center
Continue to expand the hybrid fleet as older vehicles are replaced as well as explore the use of other fuel-efficient vehicles in order to promote cleaner air.	✓	✓	Vehicle Replacement Program
Began implementation of a plan to reduce vehicle emissions in the County by developing a strategy to retrofit the County Diesel Fleet with Diesel Oxidation Catalysts. Another part of this strategy is to "phase in" the use of ultra low sulfur diesel. This strategy will be completed as funding is available.	✓	✓	Fuel Program and Maintenance and Operations
Initiated the measurement of diesel exhaust smoke opacity, beginning with school buses, to provide an indicator of the level of harmful emissions. Smoke opacity and color can help identify and diagnose needed engine adjustments or repairs.	✓	✓	Maintenance and Operations
 Corporate Stewardship	Recent Success	FY 2005 Initiative	Cost Center
Implemented the new vehicle maintenance system, M-4 and will begin expanding the utilization of the new system. Highlights include establishing labor standards, parts cataloging, enhanced warranty tracking and web-based availability for customer access to vehicle information. With the implementation of M-4, DVS also developed a new billing system. Future enhancements: emailing billing to customers and uploading billing information to FAMIS	✓	✓	Maintenance and Operations
Implemented a new timeclocking system, Stromberg. The new system gives us the capability to calculate actual time, provides increased automation and eliminates manual entry of data.	✓		Maintenance and Operations

Fund 503

Department of Vehicle Services

Budget and Staff Resources

Agency Summary				
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	256/ 256	256/ 256	256/ 256	256/ 256
Expenditures:				
Personnel Services	\$14,344,910	\$15,498,176	\$15,498,176	\$16,137,718
Operating Expenses	18,734,519	21,785,053	24,012,053	22,327,261
Capital Equipment	7,765,291	8,131,935	14,330,540	13,452,854
Total Expenditures	\$40,844,720	\$45,415,164	\$53,840,769	\$51,917,833

FY 2005 Funding Adjustments

The following funding adjustments from the FY 2004 Revised Budget Plan are necessary to support the FY 2005 program:

- ◆ **Employee Compensation** **\$639,542**
 An increase of \$639,542 associated with salary adjustments necessary to support the County's compensation program.
- ◆ **Vehicle-Related Expenditures** **\$542,208**
 An increase of \$542,208 in various Operating Expenses is primarily attributable to \$525,067 for increased fuel costs, which in turn is primarily associated with the conversion to ultra-low sulfur diesel fuel.
- ◆ **Carryover Adjustments** **(\$2,227,000)**
 A decrease of \$2,227,000 due to the one-time carryover of \$227,000 for encumbered items. In addition, an amount of \$2,000,000 was included in the FY 2004 total as a transfer in from the General Fund and appropriated for the costs associated with retrofitting County and Schools vehicles for the use of ultra-low sulfur diesel fuel.
- ◆ **Vehicle and Equipment Replacement** **\$13,452,854**
 Funding of \$13,452,854 is due primarily to the purchase of replacement vehicles that have met established age and mileage criteria. Of this amount, \$6,381,674 is due to automobile/light truck replacement requirements in FY 2005. A total of 266 vehicles have been identified by the Department of Vehicle Services as meeting both the established age and mileage criteria for replacement in FY 2005, an increase of 42 vehicles over the FY 2004 Adopted Budget Plan total. An additional \$2,500,000 is included for the replacement of one of the two Police Department helicopters, \$3,530,000 is for large Fire and Rescue Department vehicles, and \$643,852 is for FASTRAN bus replacement. The balance of \$397,328 is for various other capital equipment required for the maintenance of the County fleet including the replacement of equipment that has reached the end of its useful life or due to safety and/or environmental concerns.

Fund 503

Department of Vehicle Services

Changes to FY 2004 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2004 Revised Budget Plan since passage of the FY 2004 Adopted Budget Plan. Included are all adjustments made as part of the FY 2003 Carryover Review and all other approved changes through December 31, 2003:

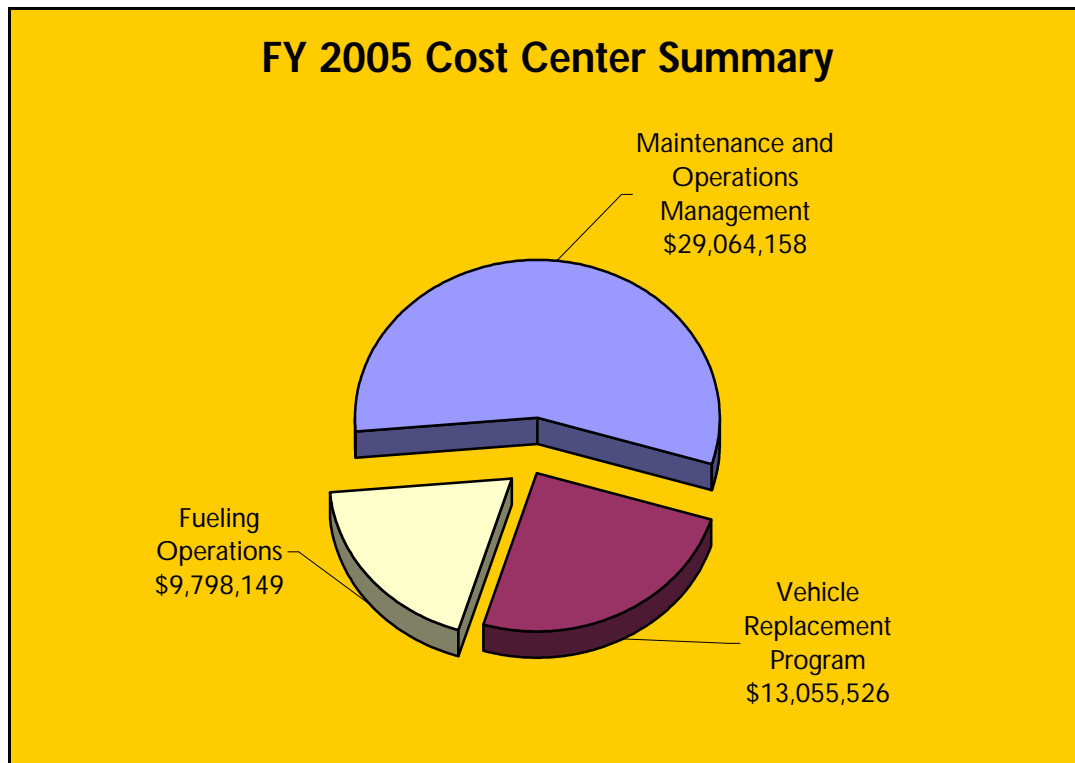
◆ Carryover Adjustments

\$8,425,605

An increase of \$8,425,605 due primarily to the one-time carryover of \$5,164,405 for encumbered items, including vehicles, fire apparatus and FASTRAN buses. In addition, an amount of \$2,000,000 was included in the FY 2004 total as a transfer in from the General Fund and appropriated for the costs associated with retrofitting County and Schools vehicles for the use of ultra-low sulfur diesel fuel. The remaining amount of \$1,261,200 was for one-time unencumbered carryover primarily for the scheduled replacement of lifts at the Newington and West Ox facilities and replacement of a ladder truck and fire engine from the Fire Apparatus Replacement Reserve.

Cost Centers

In FY 2005, the Department of Vehicle Services has condensed the services it provides into three distinct cost centers, Maintenance and Operations Management, Vehicle Replacement Program, and Fueling Operations. The majority of the agency's positions and funding is centered in maintenance and operations but all three cost centers provide critical services in support of the County's vehicle fleet.



Fund 503

Department of Vehicle Services

Maintenance and Operations Management

Funding Summary				
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	255 / 255	255 / 255	255 / 255	254 / 254
Total Expenditures	\$32,796,357	\$36,304,256	\$42,671,148	\$29,064,158

Position Summary			
1 Director	12 Auto Parts Specialists I	3 Maintenance Trade Helpers II	
2 Assistant Directors	6 Assistant Superintendents	1 Network Telecom Analyst III	
1 Accountant II	2 Custodians	1 Network Telecom Analyst II	
3 Administrative Assistants IV	1 Inventory Mgmt. Supervisor	18 Senior Motor Mech. Suprs	
3 Administrative Assistants III	1 Management Analyst III	5 Motor Eqmt. Superintendents	
8 Administrative Assistants II	1 Management Analyst II	3 Warehouse Supervisors	
3 Auto Body Repairers I	1 Management Analyst I	2 Warehouse Specialists	
3 Auto Body Repairers II	100 Mechanics II	1 Warehouse Worker Driver Helper	
8 Auto Parts Specialists II	64 Mechanics I		
TOTAL POSITIONS			
254 Positions / 254.0 Staff Years			

Key Performance Measures

Goal

To provide timely, responsive, and efficient vehicle repairs/services, including effective towing and road services, at competitive prices for County-owned vehicles.

Objectives

- ◆ To maintain a vehicle availability rate of at least 97.8 percent on 100 percent of operating days.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
Output:					
Vehicles maintained	NA	NA	NA / 5,563	5,672	5,672
Vehicle equivalents maintained	NA	NA	NA / 19,680	21,227	21,413
Efficiency:					
Maintenance cost per vehicle equivalent	NA	NA	NA / \$1,294	\$1,365	\$1,349
Parts inventory value per vehicle equivalent	NA	NA	NA / \$256	\$249	\$243
Parts inventory fill rate	NA	NA	NA / 91.6%	91.6%	91.6%
Parts inventory turnover	NA	NA	NA / 4.70	4.70	4.70
Service Quality:					
Parts inventory accuracy	NA	NA	NA / 98.9%	98.9%	98.9%
Percent of customer satisfaction	NA	NA	NA / 96.5%	96.5%	96.5%

Fund 503

Department of Vehicle Services

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
Outcome:					
Vehicle availability rate	NA	NA	NA / 97.8%	97.8%	97.8%
Percent of days 95% target was achieved	NA	NA	NA / 100.0%	100.0%	100.0%

Performance Measurement Results

DVS was able to ensure, on a countywide basis, that customer agency vehicles were available for use for more than 95 percent of the time and were in safe operational condition. Agency-wide, the number of vehicles and equivalents maintained exceeded the FY 2003 estimates. Additionally, customer satisfaction was highly rated at 96.5 percent.

DVS completed a Department Strategic Plan in FY 2004. As the DVS Strategic plan was developed, a link was needed between the budget performance measurements and the Department Strategic Plan. As required, a new family of measures was developed that directly ties to the Department Strategic Plan. Therefore, statistics for previous fiscal years will not be available, as the agency has not kept historical data for this measurement. The Maintenance and Operations family of measures will determine whether DVS is meeting their goal to provide high quality vehicle maintenance/repair and fleet management. Also, DVS will continue to ensure that our customer agency vehicles are in a safe operational condition.

Vehicle Replacement Program

Funding Summary				
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	0/ 0	0/ 0	0/ 0	1/ 1
Total Expenditures	\$0	\$0	\$0	\$13,055,526

Position Summary
1 Engineer II
TOTAL POSITIONS
1 Position / 1.0 Staff Year

Key Performance Measures

Goal

To provide administrative and financial oversight for the Vehicle Replacement, Large Apparatus, Ambulance, Vehicle Specialty, FASTRAN, and other replacement funds and to ensure that vehicles are replaced within the established criteria (i.e., miles, years and condition).

Objectives

- ◆ To order at least 99 percent of vehicles that meet replacement criteria within the fiscal year.

Fund 503

Department of Vehicle Services

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
Output:					
Vehicles in Vehicle Replacement Reserve (VRR)	NA	NA	NA / 1,907	2,133	2,133
Technical reviews processed	NA	NA	NA / 174	174	174
Vehicles meeting VRR criteria	NA	NA	NA / 299	212	266
Vehicles ordered/replaced	NA	NA	NA / 299	212	266
Efficiency:					
VRR administrative cost per vehicle	NA	NA	NA / \$35.11	\$32.12	\$32.87
Service Quality:					
Percent of customers satisfied	NA	NA	NA / 93.6%	96.5%	96.5%
Outcome:					
Percent of vehicles meeting criteria that are replaced	NA	NA	NA / 100.0%	99.0%	99.0%

Performance Measurement Results

The Vehicle Replacement Program cost center provides managerial and financial oversight for vehicle and specialty vehicle replacement reserves--Vehicle Replacement, Police Specialty, Boat, Large Apparatus, Ambulance and FASTRAN Reserves. In FY 2005, DVS developed a new family of measures to monitor the performance of the Vehicle Replacement Program as well as link up to the Department Strategic Plan.

This measure compares the number of vehicles requiring actual replacement in a fiscal year to the actual number of vehicles ordered and or replaced in the same fiscal year. This measurement will gauge how well DVS follows the replacement schedule of vehicles as well as monitor fiscal resources required to run this program. DVS also ensures that replacement rates are set accordingly to ensure enough funding is available for the future replacement of the vehicle.

Fueling Operations

Funding Summary				
Category	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	1/ 1	1/ 1	1/ 1	1/ 1
Total Expenditures	\$8,048,363	\$9,110,908	\$11,169,621	\$9,798,149

Position Summary	
1 Heavy Equipment Operator	
TOTAL POSITIONS	
1 Position / 1.0 Staff Year	

Fund 503

Department of Vehicle Services

Key Performance Measures

Goal

To provide County-owned vehicle operators with effective and efficient fueling services in accordance with all Federal, State, and County regulations.

Objectives

- ◆ To provide in-house fueling services that support fleet operations in order to achieve a cost savings of 5.0 cents per gallon for gasoline and 23.0 cents per gallon for diesel fuel compared to commercial fuel stations.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2001 Actual	FY 2002 Actual	FY 2003 Estimate/Actual	FY 2004	FY 2005
Output:					
Gallons of unleaded gasoline purchased	2,191,000	2,204,626	2,410,200 / 2,364,853	2,364,853	2,605,362
Gallons of diesel purchased	5,349,085	5,509,717	5,531,404 / 5,175,625	6,433,850	6,433,850
Efficiency:					
Average cost per gallon (all fuel types) (1)	NA	NA	NA / \$1.07	\$1.38	\$1.03
Service Quality:					
Percent of satisfied customers	99.0%	99.0%	99.0% / 96.5%	96.5%	96.5%
Outcome:					
Price savings between in-house and commercial stations: unleaded gasoline	\$0.086	\$0.054	\$0.054 / \$0.130	\$0.054	\$0.050
Price savings between in-house and commercial stations: diesel	\$0.214	\$0.256	\$0.230 / \$0.232	\$0.232	\$0.230

(1) Includes appropriate mark-up to cover overhead.

Performance Measurement Results

The Fueling Operations measure examines the cost savings between county contracts and private providers, as well as how satisfied County vehicle drivers are with fueling operations. Given the amount of fuel gallons used by the County, the savings are significant, while customer satisfaction ratings are remain high, at 96.5 percent.

Fuel prices continue to fluctuate during the year. Based on prior year actuals the target of \$.23 in savings for diesel fuel is an attainable target but that the \$.13 savings in unleaded seemed to be high based on prior year actuals so it is projected at \$.05.

Fund 503

Department of Vehicle Services

FUND STATEMENT

Fund Type G50, Internal Service Fund

Fund 503, Department of Vehicle Services

	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Beginning Balance	\$18,094,863	\$9,980,412	\$21,854,551	\$18,792,364
Vehicle Replacement Reserve ¹	\$7,217,208	\$5,596,818	\$10,594,339	\$11,314,558
Ambulance Replacement Reserve	1,402,170	554,308	565,662	565,662
Fire Apparatus Replacement Reserve ¹	3,892,893	621,104	4,469,164	2,192,383
School Bus Replacement Reserve	17,019	17,019	17,019	17,019
FASTRAN Bus Replacement Reserve	965,354	365,946	1,275,509	896,844
Helicopter Replacement Reserve	987,080	1,324,580	1,681,631	2,019,131
Boat Replacement Reserve	75,000	100,000	100,000	100,000
Police Specialty Vehicle Reserve	299,658	299,658	701,705	801,591
Fuel Operations Reserve	1,132,309	807,227	865,940	250,000
Other ¹	2,106,172	293,752	1,583,582	635,176
Unreserved Beginning Balance	\$0	\$0	\$0	\$0
Revenue:				
Vehicle Replacement Charges	\$9,490,484	\$9,246,043	\$9,246,043	\$7,723,365
Ambulance Replacement Charges ²	0	0	0	214,000
Fire Apparatus Replacement Charges ²	1,989,926	1,552,564	1,552,564	1,338,564
FASTRAN Bus Replacement Charges	845,993	845,993	845,993	600,000
Helicopter Replacement Charges	694,551	337,500	337,500	694,551
Boat Replacement Charges	25,000	0	0	25,000
Police Specialty Vehicle Charges	402,047	99,886	99,886	213,742
Vehicle Fuel Charges	7,781,994	8,553,681	8,553,681	9,708,600
Other Charges	25,074,413	28,142,915	28,142,915	28,434,185
Total Revenue	\$46,304,408	\$48,778,582	\$48,778,582	\$48,952,007
Transfers In:				
General Fund (001)	\$0	\$0	\$2,000,000	\$0
Total Transfers In	\$0	\$0	\$2,000,000	\$0
Total Available	\$64,399,271	\$58,758,994	\$72,633,133	\$67,744,371

Fund 503

Department of Vehicle Services

FUND STATEMENT

Fund Type G50, Internal Service Fund

Fund 503, Department of Vehicle Services

	FY 2003 Actual	FY 2004 Adopted Budget Plan	FY 2004 Revised Budget Plan	FY 2005 Advertised Budget Plan
Expenditures:				
Vehicle Replacement	\$4,413,353	\$5,383,526	\$6,700,824	\$6,381,674
Ambulance Replacement	836,508	0	0	0
Fire Apparatus Replacement	1,413,655	1,660,000	5,629,345	3,530,000
School Bus Replacement	0	0	0	0
FASTRAN Bus Replacement	535,838	827,702	1,224,658	643,852
Helicopter Replacement	0	0	0	2,500,000
Boat Replacement	0	0	0	0
Fuel Operations:				
Fuel	7,252,344	8,468,715	8,468,715	8,993,782
Other Fuel Related Expenses	796,019	642,193	2,700,906	804,367
Other:				
Personnel Services	14,293,041	15,447,629	15,447,629	16,085,136
Operating Expenses	11,035,806	12,724,692	12,951,692	12,581,694
Capital Equipment	268,156	260,707	717,000	397,328
Total Expenditures	\$40,844,720	\$45,415,164	\$53,840,769	\$51,917,833
Transfers Out:				
General Fund (001)	\$1,700,000	\$0	\$0	\$0
Total Transfers Out	\$1,700,000	\$0	\$0	\$0
Total Disbursements	\$42,544,720	\$45,415,164	\$53,840,769	\$51,917,833
Ending Balance³	\$21,854,551	\$13,343,830	\$18,792,364	\$15,826,538
Vehicle Replacement Reserve	\$10,594,339	\$9,459,335	\$13,139,558	\$12,656,249
Ambulance Replacement Reserve ²	565,662	554,308	565,662	779,662
Fire Apparatus Replacement Reserve ²	4,469,164	513,668	392,383	947
School Bus Replacement Reserve	17,019	17,019	17,019	17,019
FASTRAN Bus Replacement Reserve	1,275,509	384,237	896,844	852,992
Helicopter Replacement Reserve	1,681,631	1,662,080	2,019,131	213,682
Boat Replacement Reserve	100,000	100,000	100,000	125,000
Police Specialty Veh. Reserve	701,705	399,544	801,591	1,015,333
Fuel Operations Reserve	865,940	250,000	250,000	160,451
Other	1,583,582	3,639	610,176	5,203
Unreserved Ending Balance	\$0	\$0	\$0	\$0

¹ As part of the FY 2005 Advertised Budget Plan, an amount of \$1,825,000 is being reallocated from the Beginning Balance of the Vehicle Replacement Reserve to other reserves in the Department of Vehicle Services. Of this total, an amount of \$1,800,000 is being moved to the Large Apparatus Replacement Reserve to allow for the purchase of necessary replacement vehicles in the Fire and Rescue Department, while the remaining \$25,000 is being moved to the Other Reserve to account for unanticipated personnel and IT-related charges based on historic usage patterns.

² In FY 2004, \$250,000 from the Fire and Rescue Department, originally intended for the Ambulance Replacement Reserve, is being directed to the Fire Apparatus Replacement Reserve, to meet priority replacement requirements.

³ The Ending Balance in Fund 503, Department of Vehicle Services, fluctuates based on vehicle replacement requirements in a given year. Except in rare cases, vehicles are not replaced until they have met both established age and mileage criteria. In years where more vehicles meet their criteria and are replaced, the ending balance will be lower (and vice versa).